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FIRST MEETING OF THE JOINT UNCTAD/GATT ADVISORY GROUP
ON THE INTERNATIONAL TRADE CENTRE
MAY 28-31, 1968

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I. INTRODUCTION

The report of the discussions of, and recommendations made by, the Advisory Group are contained in document ITC/AG/2 dated 10 June 1968.

The purpose of the present document is to list the suggestions made by the various representatives during the course of the discussions. It was agreed by the Group that this list should be compiled and issued, but on the understanding that the suggestions should not be considered in any way as constituting recommendations of the Group as a whole.

II. GENERAL REVIEW

A. Overall policy

1. The Centre should evolve an integrated strategy for export promotion based on export promotion organizations in developing countries, import promotion organizations in developed countries, and the Centre as coordinator of activities both in developed and developing countries (Brazil).

2. The Centre should undertake a study of what should be the respective rôles of different organizations and institutions in trade promotion; and should make recommendations to developing countries on how to create such bodies (Chile).

3. The Centre should provide the necessary technical and financial assistance for the setting up of central export promotion organizations in all developing countries (Brazil).

4. Administrative systems in different countries vary, so that no one "ideal" trade promotion system can be applied to them all; but developing countries must have some system that takes care of export promotion and also production for export (Colombia).

5. The Trade Centre should prepare a memorandum on what further action it should take to make export action by developing countries effective; even after the best advice has been given there are obstacles to developing countries achieving exports (Jamaica).

6. The Trade Centre should aim at producing practical and concrete results in its work for developing countries (Mali, Peru, Poland).

7. The Centre's four services have worked well and the Centre's basic structure should not be changed (Italy).

8. Support should be given to regional trade promotion efforts (Tunisia).

9. The Trade Centre should assist the developing countries in the trade promotion field, but not try to take over the developing countries' own responsibilities in the field of trade promotion (United Kingdom, United States).

10. The Centre's information policy should reflect the positions of UNCTAD and GATT (USSR).

11. More use should be made by the Centre of information and research material existing within the UNCTAD Secretariat (USSR).

12. The Centre should disseminate material appearing in national publications concerning market analysis and the organization and techniques of foreign trade, translating this material where necessary. This should be done on the basis of business-like agreements with the countries concerned (USSR).

13. The provision by the Centre of comprehensive integrated package deals for developing countries is a good model of working methods (Sweden).

14. The Centre should make available information as to what work is being done for developing countries under the "package deal" approach (United Arab Republic).

15. Now the Centre is a joint UNCTAD/GATT body its terms of reference should be broadened (Yugoslavia).

16. The Centre should be given additional resources to cope with the increased workload that joint UNCTAD/GATT sponsorship has brought about (Cuba, Nigeria, Yugoslavia).

17. Until the Centre's regular budget is brought up to a level that enables it to fulfil the tasks given to it, there is a clear need for unilateral contributions (Sweden).

18. Unilateral contributions to the Centre should be expanded (Peru, Yugoslavia).

19. The principle of equitable geographic distribution should be applied to the Centre's staff recruitment policy (USSR).

B. Priorities

1. It is necessary to decide on a set of priorities as between the Centre's general services, because of limited availability of funds; there should be an appropriate balance between these services, and their relationship to each other stressed (United States).

2. If the Centre's resources are limited it is indispensable to formulate priorities between its activities (Colombia).

3. All the Centre's activities are important and constitute a priority programme; one service should not be given priority at the expense of another; the Centre's whole programme should be retained intact as a package deal (Canada, Nigeria, Sweden).

4. It is not possible for the Advisory Group to decide on general priorities between the Centre's services, for these will depend on the particular needs of different countries; countries are at different stages of development and services important for one country may not be important for others (Chile, Nigeria, United Arab Republic).

5. All the Trade Centre's services are essential; the order of priorities for Brazil (Market Information Service, Publications, Training, Product Promotion Service) are not necessarily the same as for other countries (Brazil).

6. It is inopportune or premature to take decisions now on priorities between Centre services; all the services are interdependent and complementary (Argentina, Iraq, Jamaica, Mali, Uruguay).

7. Many countries have not benefited from Centre services and do not know them well enough to be able to decide between them (Mali).

8. Priority in assistance should go to those countries that have created the right kind of trade promotion organizations, and who are thus in a position to make maximum use of assistance given (Chile).

9. If resources are limited, the accent should be placed on assistance that is directed towards helping the developing countries to set up their own trade promotion agencies, and to train the necessary personnel in the private and public sectors (Belgium, France).

10. While the shift in emphasis of the Centre's programme towards the Trade Promotion Advisory Service and Training Programme, to enable the developing countries increasingly to organize their own export promotion services, is a welcome one, it is necessary for the Centre to assume a more rational rôle to assist the export promotion efforts of the developing countries (India, Iraq).

C. Evaluation

1. Some evaluation of the effectiveness of the Centre's different projects and activities should be carried out; this would help increase the effectiveness of the Centre's future programmes and permit proper planning of them (Belgium, Federal Republic of Germany, France, India, Italy, Mali, Netherlands, Sweden, United Kingdom, United States).

2. The Secretariat should circularise developing countries in advance of the next Advisory Group meeting, asking for an evaluation of the assistance given by the Trade Centre; these individual evaluations would be synthesized and circulated to governments (India, Jamaica, Nigeria, Sweden, United Arab Republic).

3. It would not be necessary to evaluate all of the Centre's programmes at once; say 5-10% of the Centre's programme could be evaluated each year, using cost-benefit techniques (United Kingdom).

D. Coordination

1. There should be close coordination and avoidance of unnecessary duplication of work between the International Trade Centre and other international agencies such as the United Nations regional commissions, regional Trade Centres and UNIDO (Belgium, Brazil, ECAFE, ECLA, Federal Republic of Germany, France, India, Jamaica, Italy, OAS, UNIDO, United Arab Republic, United States, Uruguay).

2. The Centre's work should also be coordinated with that of developed countries' governments and private agencies working in the field of trade promotion (Jamaica).

3. The Centre should intensify links with international agencies financing technical assistance operations (Italy).

4. Exact demarcation of areas of responsibility as between the International Trade Centre and regional Trade Centres is not yet possible (India).

5. The regional Trade Centres have a particular rôle to play in promoting trade amongst developing countries (ECAFE, United Arab Republic).

6. When set up the OAS Trade Promotion Centre will contact the International Trade Centre with a view to coordinating assistance to Latin America (OAS).

7. The question of coordination between the International Trade Centre and regional Trade Centres should be brought up at the meeting of executive heads of the United Nations regional commissions and agencies which meets in July (ECAFE).

8. The regional commissions should know about work done by the International Trade Centre for countries of their region, so that contradictory advice is not given (ECAFE).

9. A fruitful field of co-operation between the ECAFE Trade Promotion Centre and the International Trade Centre exists in respect of market surveys, marketing consultants and trade promotion advisory missions (ECAFE).

10. The Centre's export promotion work should be supplemented by export development or export production work by other organizations (India, Peru).

11. The Trade Centre and UNIDO should co-operate closely, since their activities are complementary; UNIDO works particularly in the fields of identifying viable export industries, packaging, standardization, etc. (UNIDO).

12. The Centre should collaborate with economic research institutes (Poland).

III. MARKET INFORMATION SERVICE

A. Selection of products

1. The Centre should rationalize its market research and do studies on groups of products relevant to many countries, rather than react to individual requests (France).

2. Criteria for the selection of products for market surveys should be drawn up on the basis of existing UNCTAD and GATT documents (USSR).

3. Developing countries should be shown how to benefit from trade opportunities opened up by the Kennedy Round (Yugoslavia).

4. Since countries are at different stages of development, different products are of interest to them: hence the Centre should carry out surveys in more diversified areas, particularly on processed agricultural products such as fruit preserves (Mali).

5. More manufactured products should be introduced into the market surveys (Turkey).

6. The Centre should carry out a major marketing survey on arts and crafts (Israel).

7. Lack of clarity in requests should not prevent the Centre from undertaking surveys, because it is understandable that some developing countries have difficulties in formulating requests; the Centre should assist the developing countries to formulate requests (Mali).

8. The United Nations regional economic commissions or regional Trade Centres should help the ITC in the selection of products for survey that are of export interest to developing countries of their region (ECAFE, India).

B. Widening of market areas studied

1. Markets outside Western Europe should be included in future surveys (India, Jamaica, Mali, Nigeria).

2. Markets studied should include developing countries; this would encourage trade amongst developing countries; regional Trade Centres should undertake intra-regional market surveys (India).

3. JETRO will co-operate fully with the Centre concerning market research for developing countries' products in Japan (Japan).

C. Circulating requests for studies

1. Requests for market research should get a better diffusion (France).

2. When the Centre receives a request for a market survey it should inform all other developing countries so that interested countries can both contribute to and benefit from it (Argentina, Chile).

3. Requests by developing countries for market surveys should be circulated in advance to the Advisory Group (Spain).

D. Diffusion of research results

1. Surveys undertaken originally at the request of one country should be distributed to other interested countries on completion; this would multiply the beneficial effects of the Centre's work (Argentina, Canada, India, Turkey).

2. Market surveys to be effective should be targeted closely to a particular client's requirements and based on his briefing. Such tailor-made surveys should as a general rule not be widely distributed (United Kingdom).

3. Studies done for individual countries should be listed. (France).

E. Keeping research up-to-date

1. Market surveys undertaken by the Centre should be brought up-to-date from time to time (India).

2. Market surveys are largely dead within 12 months if not kept up-to-date (United Kingdom).

3. Statistical data appearing in the Centre's market surveys should be more up-to-date (Republic of Korea).

F. Evaluation

The Centre should make some attempt to evaluate the advantages accruing to developing countries from market studies, by getting an assessment from its liaison agencies in these countries and circulating them before the Advisory Group meeting (Nigeria, Spain, Sweden, United Arab Republic, United Kingdom).

G. Miscellaneous points

1. The Centre should be enabled to cope with many more market enquiries per year than is the case at the present time (India).

2. The Centre should step up its responses to requests for short "spot" information to many more than 80 per year; this should be done by a fast telegraphic service (Colombia).

3. Developing countries' exporters, as well as governments, should be able to use the Centre's Market Information Service (India).

4. There should be decentralized documentation centres so that all developing countries can have access to information already researched (Jamaica).

5. The Centre's liaison agencies in developed countries should assist the developing countries in the follow-up and application phase of the Centre's market studies (India).

6. The Centre should publicize information about import facilities given by developed to developing countries quickly enough for the latter to be able to take advantage of them (India).

7. When developed countries receive requests for market research direct from developing countries, the latter should be informed of the studies undertaken and services provided by the Centre (Federal Republic of Germany).

8. Requests for market surveys need not be routed through regional Trade Centres; direct correspondence between developing countries and the International Trade Centre is preferable (India).

9. The Centre should undertake studies of economic trends, demand elasticities and substitution, and market forecasts, or indicate to developing countries where they can obtain them i.e. provide lists of institutions that do this work (Poland).

IV. PUBLICATIONS PROGRAMME

A. General policy

1. Information distributed in Centre publications should be precisely geared to meet the needs in the developing countries of those who formulate trade promotion policy, those who execute trade promotion policy (including commercial attachés stationed abroad), and exporters; all information should be concrete (United Arab Republic).

2. Because of the Centre's limited resources its Publications Programme should put greatest emphasis on information designed to help developing countries build up their own export promotion services (Israel).

3. The Centre should once or twice a year send an expert to move around the developing countries in order to present the purpose of Centre publications (Somalia).

4. The marketing and transportation problems of the land-locked countries should be taken into account in the Centre's Publications Programme (Mali).

B. FORUM contents

1. The content and direction of the FORUM could be co-ordinated by a Board of Advisers from the secretariats and the magazine should reflect UNCTAD and GATT policies (USSR).

2. The Centre's Publications Programme should not be burdened by bureaucratic or control procedures beyond those already existing to control the joint UNCTAD-GATT Centre (Nigeria).

3. More developing countries should contribute articles to the FORUM and expose their trade promotion problems (Mali, Sweden).

4. The Centre should establish a dialogue with those in the developing countries grappling with trade promotion problems, so that the FORUM can take on a more concrete character (Mali).

5. The FORUM should be oriented to contain material of direct benefit to developing countries; articles should give detailed guidance and not deal superficially with trade promotion problems (United Kingdom).

6. Recipients of the FORUM should be encouraged to present critical views on its contents, so that it can be better designed to meet their real trade promotion needs (Sweden).

7. It is important to know whether the FORUM is being targeted towards developing countries' exporters, or importers of developing countries' products: the needs of the two groups are different (United States).

8. The national trade promotion agencies of the developed countries could take over from the FORUM the function of informing importers concerning the export potential of the developing countries (Federal Republic of Germany).

C. Forum distribution

1. Liaison agencies should regularly check the FORUM distribution lists for their own country, and make any necessary amendments (Netherlands, Sweden).

2. The Centre's liaison agencies in developing countries should be used to distribute Centre publications (Colombia).

3. The FORUM should not be sent via liaison agencies but directly to those most concerned - exporters in developing countries (Tunisia).

4. Reply cards should be distributed with the FORUM, and must be returned if the recipient is to continue receiving it (United States).

5. Circulation of the FORUM should be expanded (Mali, Netherlands, Peru, Spain, Sweden, Tunisia, United Arab Republic).

6. The proposed increase in circulation of the FORUM of 10,000 copies should almost entirely be distributed in the developing countries (Sweden).

7. In view of the FORUM's usefulness to government departments, exporting enterprises, universities and management training institutes in developing countries, its distribution to these bodies should be stepped up (Peru).

8. The FORUM should be sent to all commercial attachés of developing countries stationed abroad (United Arab Republic).

9. The FORUM should be sent to the main press agencies in developing countries (Spain).

10. FORUM circulation should be increased amongst important trading companies in developed countries who buy products from developing countries (Netherlands).

11. Wider distribution of FORUM should not be to importers in developed countries, because this is not the way trade is created (United Kingdom).

12. FORUM readership in the developing countries should be emphasized, but developing countries' products need to be publicized and importers should therefore not be neglected (Mali).

13. The Centre should make arrangements with appropriate parties in Arab countries for the FORUM to be translated into Arabic; in this way it would have an effect on a wider public (United Arab Republic).

D. Charging for publications

1. The Centre should consider charging a token sum for publications, to ensure the recipients are really interested in receiving them (France).

2. In due course the question of charging for the FORUM should be considered: this would ensure accurate targeting of information (United Kingdom).

3. Charging for the FORUM would create practical difficulties in developing countries, particularly because of foreign exchange difficulties and restrictions (India).

E. Trade promotion handbooks

1. The Centre should continue to publish trade promotion handbooks for the guidance of developing countries; a handbook on trade fairs would be particularly useful (Switzerland).

2. The Centre should produce a functional analysis of export promotion systems, to help developing countries set them up (Chile).

3. Priority should be given to the proposed Centre handbook analysing governmental export promotion services, so that developing countries can build up trade promotion offices as near to the ideal as possible (Tunisia).

4. The Centre should publish a study on the fiscal and financial incentives developing countries should offer exporters to promote exports; and also studies covering the fields of maritime shipping and packaging (United Arab Republic).

5. The Centre should produce a handbook that would guide developing countries on how to increase trade with countries with centrally-planned economies (Poland).

6. The Centre should publish in loose-leaf form information on non-tariff trade regulations, and bring it up-to-date by continuous amendments (Israel).

7. The Centre should publish a pamphlet on the role it can play in the field of general trade information (United Arab Republic).

8. The Centre should publish the programmes of its training courses in detail, and also the lectures given; this would assist developing countries to set up their own training programmes (Israel).

9. The Bibliography of Market Surveys should be updated (Italy, Poland).

10. The Centre should through the European Trade Promotion Organizations try to obtain and give publicity to the many market studies carried out by national manufacturing or trading associations (Italy).

11. More countries should prepare handbooks similar to those produced by the Swiss and Canadian Governments for distribution through the Centre (Spain).

V. TRAINING PROGRAMME

A. Policy and planning

1. Training is very important because it enables developing countries themselves to take efficient action in the field of trade promotion. (Belgium, Japan, Malaysia, United States).

2. Training should be given priority because the ability of developing countries to profit from the Centre's market surveys depends on it (Netherlands).

3. Trade promotion training opportunities should be made available to all developing countries; the Centre should undertake long-range planning to cater for these training needs (United States).

4. The Centre should give the Advisory Group more background information on the type and contents of courses offered so that it can make comments on them (Israel, Mali).

5. It is desirable for more developed countries to put on courses, and these courses should be more varied in their nature and content (Nigeria).

6. The Centre should provide a survey of its ideas in the field of trade promotion training to permit developed countries to intensify collaboration with the Trade Centre programme (Federal Republic of Germany).

7. Courses should be conceived as a function of the concrete needs of developing countries in export promotion; they should provide training in specific fields of marketing and sales promotion (Mali).

8. Courses should cover detailed technical problems and specific knowledge with respect to export products, and not just general trade promotion problems (Sweden).
9. Courses should include material that will help and encourage developing countries to buy from each other (Jamaica).
10. Training should take into account the stage of economic development of the trainees' countries, and their region (Turkey).
11. At seminars organized by the Centre the activities of UNCTAD should be publicized (USSR).
12. Action by different agencies in the field of trade promotion training should be integrated (United Arab Republic).
13. Course lecturers should be really qualified and should know the export promotion problems of the developing countries as well as the developed countries. UNCTAD personnel should be drawn upon as lecturers (Mali).
14. Trade study tours should continue to be included in the future programme of the Centre (Israel).

B. Personnel to be trained

1. Those trained should be those who will assume responsibility for trade promotion work, preferably young officers; they should be carefully selected (Japan).
2. Training in trade promotion should be given to policy-making officials, middle grade officials at home and abroad, and export executives of public and private organizations; the same type of training should be given to all these categories (United Arab Republic).
3. More training should be directed towards officials at the policy-making level, and towards exporters i.e. not just towards middle-level officials (Colombia).
4. There should be greater emphasis on training export executives in the private sector, even though these people cannot be absent from their jobs for long (Mali, Nigeria).
5. Course participants should be mainly those now in the developing countries, and not commercial attachés who move around and whose responsibilities change (Mali).

6. To give countries sufficient time to make a rational selection of candidates training programmes should be publicized well in advance (Chile).

C. Length of courses

1. Account should be taken of the grade of officials being trained; training programmes for officials at the policy-making level should be short (Chile).
2. Although it is difficult to release senior officials for long, courses need to be long enough to bring effective results (Nigeria).
3. The effect of courses should be evaluated; three weeks is not long enough to give complete training in a subject (Mali).

D. In-service training

1. In-service training with trade promotion institutions is important and should be organized (Iraq, Nigeria, Tunisia, United Arab Republic).
2. For the carrying out of specific market research projects nationals of developing countries should be seconded to the Centre; this would give them a feeling for industrialized markets (Jamaica, Nigeria).

E. Training in the developing countries

1. More training courses should be held in developing countries to cater for trade promotion officials who cannot be spared from their jobs for long, and others whom it is difficult to send abroad (Chile, ECAFE).
2. To complement the Trade Centre programme courses should be run in the developing countries with the help of the United Nations regional commissions (United Arab Republic).
3. The Centre should provide training courses for personnel in public, semi-public and private export undertakings in the developing countries. They should be based on the actual situation in the countries concerned, and should cover a wide area of activities connected with the export trade (Tunisia).
4. Export promotion seminars should be held in developing countries so as to give the opportunity to more personnel from public and private sectors to be trained; seminars at the policy-making level should be included (Jamaica).

5. For countries with small national markets courses should be organized at the regional level, including travel within the region and practical work aimed at assisting export drives (Jamaica).

6. There should be regional export promotion seminars (Iraq).

7. Centre Trade Promotion Advisors should be available to give lectures at training courses in the developing countries and at regional training seminars (ECAFE, United Arab Republic).

F. Course languages

1. The Centre should organize more courses in the Spanish language; if trainees have to be selected on the basis of a knowledge of English, this may mean candidates unimportant for trade promotion would have to be selected (Argentina).

2. The Centre should make an effort to organize more courses in the French language (Dahomey).

G. Pre-training and follow-up

1. Trainees should be given pre-training in their countries before attending courses abroad (Tunisia).

2. Trainees should be followed up after completion of the courses to ensure they are putting their knowledge to use in the trade promotion field, and their country is drawing maximum benefit from the training given (Tunisia, United Arab Republic).

3. Personnel trained should return to their countries and train others (Jamaica).

VI. TRADE PROMOTION ADVISORY SERVICE

A. Overall policy

1. Some evaluation of the results of past advisory missions is needed in order to determine their effectiveness; and plans should be made for future evaluation (United Kingdom, United States).

2. The Centre should not try to inspire requests for assistance from developing countries; the soundest requests, and the ones where follow-up action is most likely to be taken, will emanate naturally from the developing countries (United States).

3. There should be an attempt to delineate the fields in which the Centre's scarce expertise should be concentrated; real expertise in the field of trade promotion is limited, and trade promotion advisory missions should not be unduly increased in number (United Kingdom).

4. More fact-finding and advisory missions should be sent to developing countries to advise on the initial phases of setting up trade promotion services (United Arab Republic).

5. The Trade Promotion Advisory Service should be strengthened, and there should be a considerable expansion in the provision of fact-finding missions and the undertaking of feasibility studies in the trade promotion field (Sweden).

6. The Centre's advisory, training and marketing research services should co-operate closely on specific country programmes (United Arab Republic).

B. Specific fields of activity

1. The Centre should help developing countries set up trade promotion machinery (India).

2. To assist developing countries to implement market studies, the Centre should provide them with a marketing consulting service (India, Iraq, Jamaica, Nigeria).

3. The Centre should provide experts to assist small firms in developing countries to group together for export purposes; these firms do not have the resources or ability to do export market research, or undertake export marketing, and hence often fail. Trade Centre assistance in this field would give positive results (Brazil, Colombia).

4. The Trade Centre should give assistance to developing countries in the field of organizing and participating in trade fairs (India).

5. The Centre should extend assistance in the field of quality control (India).

6. Advisory missions should help in the training of personnel for trade promotion services (United Arab Republic).

C. Co-operation with other agencies

1. Duplication with the work of other organizations in advisory services should be avoided (United States).

2. The Centre should assist in organizing seminars and courses conducted by the regional Trade Promotion Centres (ECAFE, India).

3. The Centre should help to provide the regional Trade Promotion Centres with trade promotion experts; the ECAFE Regional Advisor in Trade Promotion will be consulting with the International Trade Centre about this (ECAFE).

4. Experts from the Trade Centre should pass through the seats of the regional commissions when visiting developing countries. The regional commissions will be glad to assist and backstop these experts and generally associate themselves with the missions (ECAFE).

5. Advisory work by the Centre for Latin America should be co-ordinated with that of the appropriate regional organizations (Colombia).

6. The Trade Centre should help ECLA in its programme of giving technical assistance to member countries for the development of exports; the work of the OAS Trade Promotion Centre will be co-ordinated with ECLA's trade promotion work (ECLA).

7. Centre Trade Promotion Advisors should co-operate where necessary with UNIDO and other organizations concerned with export development (United Arab Republic).

8. More expertise is available in the field of marketing than in trade promotion, but the experts are difficult to entice from their jobs; the Trade Centre should try to get assistance from UNIDO in this field (United Kingdom).

VII. PRODUCT PROMOTION SERVICE

1. In product promotion there is a field for Trade Centre action; the new service should be created and its activities should be co-ordinated with those of other bodies working in this field (Brazil, Colombia, Dahomey, Denmark, Finland, India, Jamaica, Mali, Nigeria, Norway, Peru, Somalia, Sweden, United Arab Republic).

2. The selection of products for promotion should be done in consultation with the developing countries (Brazil).

3. Product promotion by the Centre should be combined with import promotion policies by developed countries; developed countries should be included in promotional action (India).

4. Certain developing countries do not have export promotion centres and cannot take advantage of assistance by the Centre: they need direct help with product promotion (Dahomey).

5. The Centre should become more operational in marketing, market development and exploration of trade channels; the new service would facilitate this (India).

6. The proposed new Product Promotion Service would help reduce the losses developing countries incur from the fluctuating prices of primary products (Jamaica).

7. A new Product Promotion Service is necessary because developing countries do not have the expertise to set up joint promotion councils, such as is indicated for tropical timber (Nigeria).

8. A new Product Promotion Service could inter alia promote products such as processed fruits and meat (Somalia).

9. The proposed study in the field of arts and crafts could form a starting point for the suggested Product Promotion Service, since these products might lend themselves to joint promotional efforts (Israel).

10. The developing countries should get together to market their products in other developing countries (Mali).

11. Product promotion as an activity is justified, but it is not necessary to create a new service for this; it can be done in one of the existing Centre services (Austria, Belgium, Chile, France, United States).

12. Product promotion is a necessary activity for the Centre; whether this should involve a new service should be left to the secretariat (Spain).

13. The organization of joint promotion falls within the Centre's terms of reference, but each case (e.g. tropical timber) should be considered on its merits; promotion can be expensive to organize (Italy, Netherlands).

14. If a Product Promotion Officer is taken on in the Market Information Service, the creation of a separate Product Promotion Service should be given consideration at a later date (Tunisia, Yugoslavia).